

Performance Management Confirmation Baldrige / WSQA Question Crosswalk

Confirmation Criteria	DOP Preliminary Application Question	WSQA Question	2008 Baldrige Reference	Baldrige Question.
Introduction (Not rated/ evaluated)	What are your organization's purpose, vision, mission and values?		P1a.(1)	How does your organization develop and deploy its key strategic objectives and action plans to achieve those objectives?
	What are your organization's main services and organizational structure?			
	What are your organization's philosophy and goals around performance management?		P2c.	How do you maintain an organizational focus on performance improvement, including organizational learning?
			P2a.(3)	How do you set credible, measurable, and verifiable organizational goals and cascade those goals to each division, work unit, team, and individual employee?
Executive Commitment	<p>How has your leadership demonstrated its commitment to a performance-based culture and receiving performance management confirmation?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> • How your executive leadership has communicated its commitment to receiving performance management confirmation. • How your organization has allocated adequate resources to achieve performance management confirmation. 	How do Senior leaders set organizational Vision and Values (Category 1.a)	1.1a(3)	How do senior leaders foster an environment focused on performance improvement and the accomplishment of your mission and strategic objectives?

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Executive Commitment (cont'd.)		What are your key strategic objectives? (Category 2.a) How do your strategic objectives address your strategic challenges and strategic advantages? (Category 2.b)	2.1 and 2.2	How does your organization develop and deploy its key strategic objectives and action plans to achieve your strategic objectives?
		How do you deploy action plans throughout the organization to achieve your key strategic objectives? (Category 2.c)	2.2a.(1)	How do you set credible, measurable, and verifiable organizational goals and cascade those goals to each division, work unit, team, and individual employee?
		How do Senior leaders set organizational Vision and Values (Category 1.a)	1.1b(1)	How do senior leaders take an active role in reward and recognition programs to reinforce high performance and a customer and business focus?
		Describe how your organization addresses its responsibilities to the public and ensures ethical behavior. (Category 1.c)	1.1a(1)	How do senior leaders' personal actions reflect a commitment to the organization's values?
		How do Senior Leaders communicate with and engage the entire workforce? (Category 1.b)	1.1b(1)	How do senior leaders communicate with, empower, and motivate all employees throughout the organization?
		How do Senior Leaders communicate with and engage the entire workforce? (Category 1.b)	1.1b(1)	How do senior leaders encourage frank, two-way communication throughout the organization?

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Readiness Assessment	<p>What is your organization's experience implementing formal recognition or reward programs? How are they aligned with your business goals and measures?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> • Your experience with formal recognition programs. • How this experience demonstrates your ability to successfully implement a performance incentive program (if applicable). 		5.1a(2)	How do you foster an organizational culture conducive to high performance and a motivated workforce dedicated to individual goal setting, empowerment and initiative?
	<p>How has your leadership promoted and supported organizational performance planning and results?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> • Your process for developing your strategic plan. • Your process for monitoring and reporting performance against goals. • How your process integrates with other planning and assessment systems (GMAP, WSQA, etc.). • The systems you have in place for communicating performance results. 	<p>How do you review organizational performance and capabilities (Category 4.b)</p> <p>What are your key performance measures or indicators and in-process measures used for the control and improvement of your work processes? (Category 6.d)</p>	<p>6.2b</p> <p>6.2b</p>	<p>How do you review and improve your processes to achieve better performance, improve consistency, and stay current with business needs and direction?</p> <p>How are improvements and lessons learned shared with other organizational units and processes to drive organizational learning and innovation?</p> <p>What is your approach to self assessment and continuous quality improvement?</p>
	<p>How confident are your employees in the organization's ability to manage performance?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> • Your survey process. • Your survey results. • Your gap analysis and action plan to get to 65% agreement and 75% overall response rate 	<p>How does your workforce development and learning system address your core competencies, strategic challenges, and accomplishment of your action plans? (Category 5.b)</p>	5.1	How do you build and maintain a work environment and employee support climate that enable employees to develop and utilize their full potential in alignment with your organization's overall objectives and action plans?

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Readiness Assessment (cont'd.)	<p>What do your self assessment results tell you that you need to work on?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> • Your process for completing the self assessment. • The key areas* identified in your gap analysis. 	<p>How do you determine the key factors that affect workforce engagement and workforce satisfaction? How do you assess workforce engagement and workforce satisfaction? (Category 5.a)</p> <p>How do you determine customer satisfaction, dissatisfaction and loyalty? (category 3.c)</p>	5..1a(1)	How do you assess employee well-being, satisfaction, and motivation? How do you determine the factors that affect these elements of employee climate?
		How do assess your workforce capability and capacity needs, including skills, competencies, and staffing levels? (Category 5.c)	5.1b.(2)	How do you assess the level of supervisor competency to implement and maintain the performance management system?
Roles and Responsibilities	<p>How do your current assigned roles and responsibilities support your existing employee performance management program?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> • The current assignments. • How assignments are communicated. • How they contribute to the current performance management system. <p>What are the most significant gaps moving forward?</p>	What are your organization's core competencies and how do they relate to your mission, competitive environment and action plans? (category 6.a)	5.1b.(1)	How do your role and responsibility assignments ensure sustainability of the performance management system, including checks and balances, mechanisms for maintaining momentum, adequate monitoring, and achieving the desired results?

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Management Accountability	How are your managers and supervisors currently held accountable for consistent, equitable, and transparent administration of your existing performance management program? Your response should describe <ul style="list-style-type: none"> • Your accountability standards and practices, including the consequences of poor performance for managers and supervisors, • How accountability standards, practices and consequences are communicated to managers and supervisors. • Your monitoring and tracking processes for ensuring compliance. 	Describe how your organization addresses its responsibilities to the public and ensures ethical behavior. (Category 1.c)	1.2a(1)	How does your organization address and ensure accountability for management's actions?
	What are the most significant gaps moving forward?			
Policies and Procedures	How do your current policies and procedures support your existing performance management program? Your response should describe: <ul style="list-style-type: none"> • How your current salary determination policy (SDP) and employee performance management (EPM) policy contribute to the success of your existing performance management program. • Your process for developing and implementing your policies and procedures. 	What are your organizations key work processes? (Category 6.b) What are the key requirements for these processes? (Category 6.c)		
	What are the most significant gaps moving forward?			

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Communication Strategy	<p>What is your internal communication strategy during development of your employee performance management program?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> Your communication strategy, including: <ul style="list-style-type: none"> Key 'themes' you intend to communicate to managers/supervisors. Key 'themes' you intend to communicate to employees. The significant communication risk areas that you will need to address moving forward. Contingency plans for eliminating misunderstandings and destructive myths. 	How do you enable customers to seek information, obtain services, and make complaints? (Category 3.b)	5.1a(2)	How do you foster an organizational culture conducive to effective information flow and two-way communication with supervisors and managers?
		<p>How do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational performance (Category 4.a)</p> <p>How do you make needed data and information available? (Category 4.c)</p>	4.2a	How do you make available and accessible current information on organizational performance?
	<p>What is your strategy for communicating with key external stakeholders (e.g. boards, legislators, regulators, and media) during development of the program?</p> <p>Your response should describe:</p> <ul style="list-style-type: none"> How you plan to communicate your intent to implement a performance incentive program with external clients and customers. 	How do you capture customer related information (i.e. requirements, needs and expectations)? How do you determine which requirements are most important? (Category 3.a)	P.1b(2)	What are your key customers and stakeholder groups?

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Orientation and Training	How does your training and development strategy support your performance management culture? Your response should describe: <ul style="list-style-type: none"> • Your commitment to training. • Your core management/supervisor and employee training requirements. • Your process and tools for monitoring compliance. • Your current level of compliance. 	How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels? (Category 5.c)	5.2a(1)	How do employee education, training, and development contribute to the achievement of your action plans, and address your key needs associated with organizational performance improvement?
		How does your workforce development and learning system address your core competencies, strategic challenges, and accomplishment of your action plans? (Category 5.b)	5.2a(3)	How do you seek and use input from employees and their supervisors and managers on education, training, and developmental needs?
		How do you manage organizational knowledge to accomplish the collection and transfer of workforce knowledge? (Category 4.d)	5.2a(4)	How do you incorporate into your developmental opportunities both formal and informal delivery approaches (e.g., mentoring)?
	What are the most significant gaps moving forward?	How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels? (Category 5.c)	5.2a(1)	How do you evaluate the effectiveness of education and training, taking into account individual and organizational performance?

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PDP Implementation	<p>How do your current performance planning and evaluation (PDP) practices support your existing performance management program?</p> <p>Your response should describe standards and expectations for :</p> <ul style="list-style-type: none"> • Conducting job analysis and accurately writing Position Description Forms (PDFs). • Setting expectations in the PDPs. • Providing employees with verbal and written feedback. • Communicating and explaining organizational performance measures. 	<p>What are your organizations core competencies and how do they relate to your mission, competitive environment and action plans? (Category 6.a)</p> <p>What are your organizations key work processes? How do these relate to your core competencies? (Category 6.b)</p> <p>How does your workforce development system address your core competencies, strategic challenges, and accomplishment of your action plans? (Category 5b)</p>	5.1a(1)	How do you determine the key factors that affect workforce engagement? How do you determine the key factors that affect workforce satisfaction? How are these factors determined for different workforce workgroups?
	What are the most significant gaps moving forward?			
Funding Approach	None			
Monitoring and Measuring Success			4.1a(1)	How does your organization measure and review its performance, including progress relative to your strategic goals and action plans? Include your key organizational performance measures or indicators of accomplishment.

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Monitoring and Measuring Success (cont'd.)			4.1b(2)	How do you translate organizational performance review findings into priorities for improvement and deploy those priorities through the organization?
				How will you establish a relationship between employee performance and organizational results and use the information to improve your performance management system?
				How will your monitoring approach ensure that your performance management system is viewed as fair and rewarding to your employees? How will you ensure the integrity of your performance-based practices, including the specific safeguards you will implement?